

GEO

Guyana Economic Opportunities

Investor Roadmap: Procedures Manual and Recommended Next Steps

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Investor Roadmap

Procedures Manual

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FORWARD

In August of 2000 the USAID-funded GEO (Guyana Economic Opportunities) program, working in concert with the Guyana Office for Investment (GO-Invest), engaged three consultants to review the process of investment in Guyana. The resulting study, the Guyana Investor Roadmap, documented the investment process for both domestic and foreign business people. In a companion analysis, the consultants put forth a number of recommendations based on the roadmap findings.

In creating the investor roadmap, the consultants reviewed existing laws and regulations and conducted an extensive series of interviews with relevant government agencies, ministries, business associations, and private business operators in Georgetown, Essequibo, Linden, Berbice, and Letham. The interviews served to illustrate the areas where investment regulations, policies, and actual business practice converged and where divides between policy and practice existed. Using the information, the consultants literally and figuratively mapped the investment process. Once completed, participants were re-interviewed (and sometimes interviewed yet again) to clarify any missing or conflicting information. The team also brought government officials together and discussed conflicting information when necessary in order to gain a consensus on the investment policies and practices in question.

After reaching a consensus on the investment process, the team conducted a series of “road show” presentations in various locales throughout Guyana to introduce the roadmap, identify where targets differed significantly from actual investor experience, and, through this experience, generate ideas on how to improve the process. The team’s conclusions and recommendations stemming from the interviews and “road shows” are available in a separate document. Subsequent to this work, the GEO team and GO-Invest then further collaborated to create three related investment information resources, the Investor Roadmap:

- Manual;
- Fact-sheet series; and
- Website, which is an extension to GO-Invest’s website containing roadmap specific information.

The intention of this procedures manual is two-fold. In the first section we describe the process of creating the Investor Roadmap manual, fact-sheets, and website in order to create continuity in the transfer of the custodianship of these resources from the GEO team to the professional staff of GO-Invest. Second, we provide a series of guidelines that can be used, expanded, and tailored as the Investor Roadmap material is revised over time. We view the latter portion of this procedures manual to be critical as the resources created are dynamic and will require periodic research and revision.

INVESTOR ROADMAP

Procedures Manual

A. Creating the Investor Roadmap

To compile the content for the Investor Roadmap Reference Manual the team of consultants relied upon three primary sources of information:

1. The investment related acts;
2. Interviews with private business persons and associations; and
3. Interviews with officials at investment related government agencies.

The interviews of government officials followed a very specific pattern. The initial interview was conducted in person in order to begin the process of “mapping” the investment process. Following the initial interview each government official contacted received a written summary of the results of the interview, which was subsequently discussed with them in a follow-up session during which they were encouraged to provide input, clarifications, and revisions. In short, to set the team straight on any matters that the team failed to capture or understand accurately. As necessary, the feedback was incorporated into a second draft of the investment process. Once again, copies were sent to participants for revision. They were encouraged to respond with written comments, which many did. In a few instances, where significant clarifications remained, a third interview was undertaken. As before, comments and clarifications were incorporated into the roadmap.

In several instances, the team conducted group meetings among sister agencies involved with vetting or approving the same aspect of the investment process. During these larger interviews the draft document was compared across agencies whose officials were encouraged to discuss the process and how it could be improved. At this time the roadmap team created a summary of the findings of the Investor Roadmap and visited several private and public sector groups around the country in an effort to discuss the findings of the study as well as discuss how the process could be improved. Following these meetings a “findings and recommendations” report was written that highlights a series of improvements to the investment process that might be undertaken.

During the time that the first and second agency meetings were taking place a set of abstracts was created which centered on investment-related acts in Guyana. These abstracts provide a summary of those portions of the acts that are relevant to the investor. Also, the survey of the legal acts provided a solid basis from which the interviews were ground truthed.

The final component of the process was interviews with private businesspersons and business associations. These meetings occurred concurrently to the meetings with the agencies and served to illustrate those areas where disconnects were occurring in the investment process between public and private sector. Also, the private sector was critical in the development of recommendations for improvement on the investment process. Finally, the private sector was

able to provide specific information about the practical aspects of the process that the government agencies were not always able to provide. Annex A offers a partial list of the government agencies and private organizations the team met with, excluding those requesting anonymity.

B. Revising the Document

The Guyana Investor Roadmap is a dynamic document and, as such, needs to be updated periodically. These updates are important in order to provide the latest investment related information for prospective investors and to maintain GO-Invest's role as an investment facilitator. As the source of updates will vary, a regimented approach to managing the update process is needed to ensure that revisions are thorough and consistent. The following may be useful for GO-Invest to consider as part of any systematic updating methodology:

- **Full revision annually.** Once a year, GO-Invest should undertake a full review of the process and systematically update and re-release the full complement of roadmap information pieces.
- **Quarterly “check-backs”.** A catalog of contacts between GO-Invest and the investment related agencies should be kept. This catalog should be revisited quarterly in order to identify those agencies which haven't been contacted during the past quarter. After a check-in occurs with these agencies the quarterly revisions should be added to the manual as addendums. Following the creation of the addendums the corresponding changes to the fact-sheets and web site should be made as well.
- **Catalog and investigate informal feedback.** Informal feedback may come from investors, public servants, or the media. The information that is received from informal sources should be checked with the appropriate public sector agency contact and once confirmed added to the changes matrix.
- **Keep a limited inventory.** It means fewer older versions of the manual and fact-sheets in circulation and reduces wastage.
- **Do it sooner than later.** Don't let revisions stack-up. Even if an addendum is not due out for sometime, at least take note of the change, verify it, and catalog it right away. When it comes time to compile an addendum or undertake an annual full revision, the task will be much easier.
- **Keep a catalog of changes.** Such a catalog might take the form of a simple table like the one depicted in Exhibit 1.

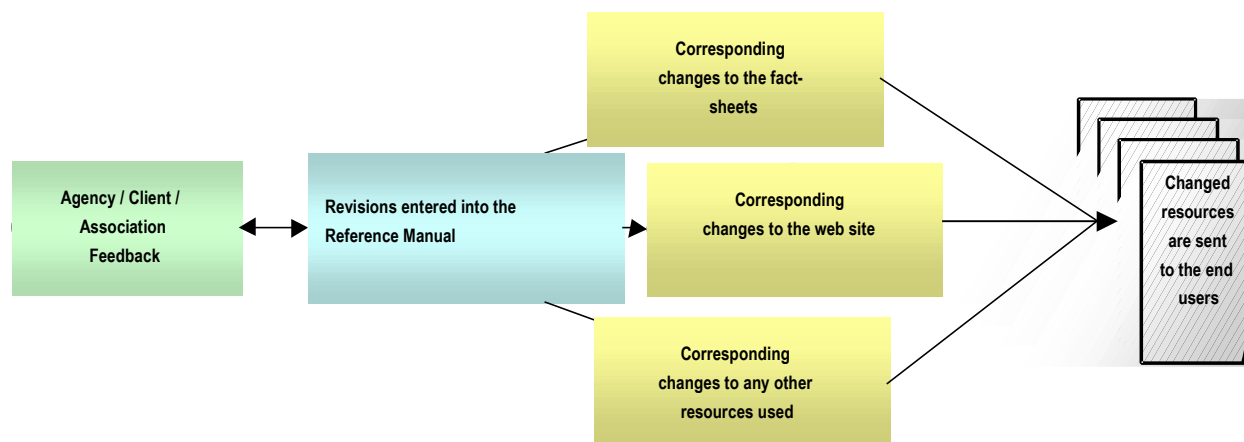
Exhibit 1. Cataloguing Changes

Changes to the investor roadmap – Quarter [insert #] or [insert year]						
Identifying the Change			Making the Change			Initials
	Source	When	Manual	Fact-sheet	Website	
1.1.1.1.1 What						
Add crest to agency fact-sheets	GO-Invest	15/06/01	N/a	17/06/01	N/a	wak
Temporary address for CHPA	Dir. of CHPA	07/07/01				

- **Establish a master electronic filing system.** Make updates first to the master and then to other systems, electronic or otherwise. Keep a back-up to the master that reflects the latest, pre-updated version of the roadmap in various informational formats.
- **Create and keep a distribution list.** The list should provide information on who has what form of the roadmap, fact-sheet or reference manual; the date of the latest roadmap material sent to them; how the document was sent, electronically, diskette, CD, or hard copy; and, if hard copy, the number of copies sent.

The content developed for the Investor Roadmap has been extended to a manual, web site, and fact-sheets. While these are the current mediums used to convey the content developed, a number of mediums could eventually be used such as CD-roms, or power point presentations. No matter what informational mediums are used a system, such as suggested here, should be developed to make sure that changes to the investment process are reflected consistently in all of the formats used for dissemination of roadmap information. In keeping with this point, we suggest that any changes are first confirmed, then entered into the manual and then into the other various formats. Finally, the changes should be distributed to the various agencies and end users. This process is reflected in Exhibit 2.

Exhibit 2. Change Management Schematic



C. Updating Existing Roadmap Formats – Manual, Fact-sheets, Website

1. *Investor Roadmap Reference Manual*

The Investor Roadmap Reference Manual is the source document from which changes flow to the other mediums, e.g., fact-sheets or the web site. Therefore, the manual is generally the starting point for identifying and developing the Investor Roadmap message. Once the manual and its revisions are prepared and approved, it is then easy to produce other communication materials such as news releases, brochures, fact-sheets, CD-ROMs, radio and TV programs, posters, training materials, etc. The manual assures that the basic message is the same in these other materials and that the facts are approved.

Producing and maintaining the Investor Roadmap Reference Manual achieves two purposes:

- **Documenting the investment process in Guyana.** The first reason for producing an Investor Roadmap Manual is to ensure that all participating groups (government agencies, ministries, and private associations) are relaying the same messages. The manual provides intermediary groups with information, which they can communicate, to end-users – in this case current and potential investors. With the investment process documented it is more likely that these groups will be relaying to end-users the recommended package of practices and that the information will be accurate. The manual therefore should be viewed as an important beginning step in putting together information that can be used for training programs and all the various communication programs for conveying the investment process in Guyana.
- **Providing the basis for policy improvement.** Beyond documenting the process, the Investor Roadmap Reference Manual puts all the relevant investment related facts on paper so it can be reviewed for technical content, policy and political appropriateness, and its relevance for the intended audience. In doing so the Roadmap Manual creates a basis for further discussion at the policy and enterprise level. By creating a document that is agreed to by all stakeholders in the process a level of confusion and disagreement is eliminated and the starting point for further discussions is moved to a more rational level.

2. *Revising the Fact-Sheets*

The fact-sheets presented to GO-Invest consist of four procedural fact-sheets, two of which contain 9 sub level fact-sheets for a total of 13, and 12 government agency fact-sheets. Additionally, the index, glossary, utilities, and investment incentives were captured under the heading of “other”. There is some redundancy with respect to the procedural and agency fact-sheets. This was recognized in the creation of the original set of fact-sheets. The decision was made to provide the most comprehensive set of fact-sheets possible with the intention that the GO-Invest staff would eventually want to organize the fact-sheets in a manner which provided the greatest utility and would benefit from having more, rather than less, information available. To this end, Annex B, Fact-sheets, offers some guidelines to consider.

3. *Web Site Maintenance*

GO-Invest should select a Webmaster. Even if this person is not the one who will make changes to the site, it is the person who will be responsible for managing and maintaining the site by liaising with the Web host. To address this, the Webmaster should develop a maintenance schedule and process for the Web site. Maintenance should include:

- Checking the site for broken links.
- Developing and posting new material.
- Answering or referring emails from site users to project staff.
- Requesting that search engines re-index when there are major additions or at least once a year.

Responsibility for site upkeep however does not fall to the Webmaster alone. The Webmaster may not be fully integrated into all of GO-Invest's activities, and therefore may not know when the agency has generated good new material for the site or should be responding to new user needs. To this end, it is important to develop an "information ecology," in which all team members are mindful of the project Web site. All must consider whether new material they develop belongs there, and should learn how audiences view the site from interactions with stakeholders.

As new material is added, the Webmaster should avoid reorganizing existing material by moving pages to new addresses or URLs. This will break links to that page from other Web sites.

In addition to maintaining the site, the Webmaster should track the site's use. Commercial products, such as WebTrends, analyze the "log file" Web traffic and translate it into useful information such as:

- Total number of visits
- Web site visitors' locations
- New vs. returning visitors
- Most active countries
- Dates and times of visits
- Length of visits
- Most and least frequently viewed pages
- Most frequently requested key words

The Webmaster should review WebTrends reports, generally provided by the site host, and report relevant information to project staff. For more about selecting a Web host or server see Annex C.

Trend reports, in conjunction with audience feedback emailed to the Webmaster, help an organization know what the audience needs most. Periodically the team should meet to review the reports and user feedback and determine if site modification is necessary.

At the Web site conception stage, the team should have identified measures of Web site success. These, too, should be revisited periodically and tested against information provided by trend reports and interaction with the audience. This is important to avoid falling into a lull once the Web site or new additions to it are launched.

ANNEX A

Roadmap Interviews (excluding individual private businesses)

Bank of Guyana		Lawrence Williams
Bureau of Statistics		Mr. Seelochan
Bureau of Standards		Dr. Chatterpaul Ramcharran
Central Housing & Planning Authority		Myrna Pitt
Central Board of Health		Dr. Rudolph Cummings Jackie King
Chamber of Commerce –	Berbice Essequibo Letham Linden New Amsterdam	Various members
City Engineers Office		Lloyd Alleyne Cephas James
Customs & Trade Administration	Georgetown New Amsterdam	Lambert Marks Mr. John
Deeds Registry		Leon Stuart Ms. Beckles Julliet Sattaur Sita Ramlall
Environmental Protections Agency		Per Bertilsson
Fire Services Prevention Section		Marlon Gentle
Food & Drugs Department		Marilyn Collins Levan De Santos
Georgetown, Deputy Mayor		Robert Williams
Guyana Custom-House Brokers Association		Andrew Thorne
Guyana Manufacturers Association		Various Members
Inland Revenue Department	- Georgetown	Kurshid Sattaur

		Robert James
- Linden		
- New Amsterdam		
Lands & Survey	- Georgetown	A.K. Datadin
		Mr. Anderson
	- Linden	Daniel Kellmen
Ministry of Finance		Dr. Claude Chang
Ministry of Health		Doorga Persaud
Ministry of Home Affairs		Mr. Kassim
Ministry of Labour		D. Sookdeo
Ministry of Trade		Sonya Roopnauth
National Insurance Scheme		Terry Thomas
Occupational Safety and Health		Gwen King
Private Sector Commission		George Jardim
REO – Linden		Ovid Walton
Essequibo		
New Amsterdam		
Town Council –	Linden	Henry Hamilton
		Floyd Patterson
	Essequibo	
	New Amsterdam	
NIS	- Georgetown	Terry Thomas
	- Linden	Ms. Fyffe

- Essequibo
Valuation Division

Ms. Coates
Mr. Patterson

Annex B

Fact-Sheets

The term “fact-sheets” is a generic term for brief, printed materials – generally one or two pages in length – on specific subjects that will be used by GO-Invest for providing information to potential and current investors, both local and domestic, and policy makers involved with the investment process. Fact-sheets should capture the most relevant facts needed by the target audiences. The fact-sheets developed for GO-Invest are primarily “retail” information materials. This means that the end user will use them as advisory materials rather than modifying them for their own information dissemination. The latter would be referred to as “wholesale” information materials and it should be noted that if adapted correctly the wholesale use of the fact-sheets could prove to be of great benefit to GO-Invest’s mission. The local intermediary groups who might adapt the information and provide it in a “retail” form would thus serve GO-Invest’s interests of disseminating the investment process for Guyana.

The main focus on producing fact-sheets is to identify exactly what information end-users need and to ensure the information is technically correct. The second reason for producing fact-sheets is to provide a greater consensus concerning the process described. This latter point is subtle but highly critical to GO-Invest as it advocates for improvements on the current investment systems.

a. Potential users of fact-sheets

There are many potential users for Investor Roadmap fact-sheets. Having said this, the potential users are limited if the suite of Investor Roadmap materials is not kept up to date. Conversely, if GO-Invest takes an active role in updating and promoting the reference materials, including the fact-sheets, a natural momentum may occur which furthers the dissemination of this material. The following are a few examples of the types of stakeholders that might benefit from the fact-sheets:

- **Government Officials** – to be collected and organized in folders so that when they receive questions or prepare for meetings/workshops they are sure the subject matter is correct (and approved) and reflects current government policies;
- **Policymakers** – provide background and briefing information to policy makers at the national, regional and local levels so that the information conveyed is consistent, uniform, and correct, and to increase the policymakers understanding of the investment process and the need to change policies and improve the investment process;
- **Professional Associations and Private Organizations** – these are very important groups as they can influence both policymakers and end users. They could include industry associations, chambers of commerce, NGOs, civic organizations, schools and academia

and many other groups. GO-Invest may want to determine who are the most important influential groups in Guyana with respect to business creation and influence and involve them in the revisions process.

- **Media Representatives** – mass media representatives—newspapers, magazines, radio, TV and others—can use the information contained in fact-sheets for preparing their programs and materials. Fact-sheets can be a very important mechanism for ensuring that correct and accurate information is being provided and that the information contained in the fact-sheets is disseminated across the widest audience possible;
- **Regional Officials** – these can be government field workers (such as public health officials), and Regional Executive Officers. It is important to determine who is the best resource and promoter of the investor roadmap in the field as the revision and dissemination process develops.
- **Foreign Officials and Investors** – fact-sheets can be valuable tools for briefing potential investors, donor agencies, and foreign industry organizations which compliment domestic industries in Guyana.

c. Preparing and Revising Fact-Sheets.

The following provides an overview of the process.

- **Select subjects.** One of the most important tasks is to identify the subjects for which fact-sheets will be prepared. The subject must fit the priority messages for the project. The subjects should be specific so that it can be put into a page or two with graphics or photographs included. A series of fact-sheets can be prepared for a general subject. A “subject tree” should be prepared with multiple sub-boxes under each main subject. Each box should represent a subject for which a fact-sheet is to be prepared. As you go down the subject tree the topic becomes more detailed on a specific subject. It is important that each fact-sheet covers one specific subject, which contains a single recommended practice or theme. If a fact-sheet contains too much information it needs to either be simplified or broken into two or more fact-sheets.
- **Establish a production team** – a team should consist of a combination of the following: a technical person or partner, a technical copywriter, and a graphic artist/desktop publishing specialist. In some cases someone representing the policy perspective should be included. This team will be responsible for gathering the information, determining how it will be presented, preparing visuals, writing the copy, securing approvals, doing the layout, and preparing the camera-ready copy of the fact-sheet which will be given to a printer.
- **Prepare draft fact-sheets** – the production team should determine the fact-sheet series titles, titles for individual fact-sheets, write the copy, and prepare one or more layouts.

- **Pre-test** – it is always recommended that the draft fact-sheets be tested on some of the target groups who will be using them (such as foreign investors, government officials, domestic businesspersons, etc.). The main thing to test is target audience understanding of the fact-sheet. If you have multiple layouts they should also be tested. It is also a good idea to test the title for the fact-sheet series to make sure it is interesting and communicates the theme you want.
- **Secure approvals** – before fact-sheets are put into final form they should be approved by the appropriate project team members and partners. The approvals will involve checking for technical accuracy, policy issues and understanding.
- **Prepare camera-ready copy and print** – once the approvals are received, the fact-sheet will be finalized and published.
- **Dissemination** – each fact-sheet should have a distribution plan such as to partners, influential groups, media representatives, training courses, policymakers, foreign officials, etc.
- **Revise, revise, revise** – Unless the fact-sheets created are for a one time event, they will undoubtedly need revisions. If so, a system for revision, including a changes matrix and schedule, should be developed.
- **Archive** – a filing system must be put into place to keep all fact-sheets available for future use and to document the revisions from the original version.
- **Explore further uses** – as a number of fact-sheets are produced they should be displayed for investor's who come into GO-Invest and also be placed in folders for those who request the full complement of information.

d. Determining Fact-Sheet Topics

One of the hardest tasks is selecting the subjects for fact-sheets. It is recommended that fact-sheets be prepared on all the major subjects/recommendations/issues GO-Invest wants to communicate to stakeholders and end-users. As mentioned above, it is recommended that a "subject tree" be prepared identifying subjects where fact-sheets will be prepared. Regardless of organization, there are a couple criteria for selecting subjects that should be taken into consideration:

- **Relevance to Target Audiences** – this includes investors, policymakers, partners, influential groups, and end users.
- **Importance to GO-Invest** – each box in the subject tree should be a topic of interest to investors.
- **Subject can be Explained in Two Pages** – the subject should be specific enough to be clearly explained (without details) in two pages on one sheet of paper. If it can't be done,

then break the subject into sub-topics that can be explained in the space available on a fact-sheet.

e. Organizing The Message

Before beginning to write the fact-sheet, the production team might create an outline with the following points:

- **Key Point** – this is the overall point that you want to get across to the reader in this fact-sheet. This point should be put into the title of the fact-sheet.
- **Supporting Points** – no more than four or five bullets giving the key supporting information to the main point. These bullets could be put into an intro paragraph or summary.
- **Identify Graphics and Layout** – this includes font, overall look, color scheme, possible graphics, photographs, charts or other visuals. It is important to note constraints to production such as printers available, cost constraints, and logistical concerns (where the fact-sheets will be printed from, which software is available in creating and producing the layout).

f. Outline For A Fact-Sheet

The following is an outline for fact-sheets. This outline might vary to fit the specific GO-Invest need, audience, and subject.

- **Series Title** – the current fact-sheets are divided into two series – agency and procedure;
- **Fact-sheet Title** – should be descriptive of the subject;
- **Logo and Slogan** – GO-Invest logo and slogan or a special one for a specific campaign;
- **Highlighted Summary** – A summary or paragraph of the topic summarizing the content or specific information concerning the topic of the fact-sheet. See any of the agency fact-sheets for an example;
- **Main Body** – The body of the main message—maybe 2/3s of a page in length—should include briefly information about:
 - what it is
 - why important/benefit
 - summary how done (if relevant)
 - who involved (if relevant)
 - when (if relevant)

- **The Facts In Summary** – if appropriate and space is available, the last section might contain bullets stating the primary facts you want the reader to remember.
- **Where to Get More Information** – In the footer or at the bottom on the back GO-Invest’s contact information should be provided in case the user desires further information.
- **Date** – In the header or footer a “last updated” advisory should be included to let the user know the last date of revision.
- **Numbering or Coding** – a number should be provided in either the header or footer allowing the user to quickly ascertain that a series of topical fact-sheets exist and where their specific fact-sheet falls in the set.

g. Layout and Paper

The layout for all the fact-sheets should be uniform. This will create a cohesive message for GO-Invest. The layout should be interesting, professional looking and simple. The layout should not be too fancy as to detract from the fact-sheet message. A good guide is to have a layout that is similar to a professional magazine, such as a good business or trade magazine. The paper should be heavier than copy paper and of higher quality. Again, the quality could be the same as a good business magazine. One final note is that the layout of the fact-sheets may be determined by the constraints faced during production. Therefore, it is essential to determine these constraints in advance and plan the fact-sheets accordingly.

Annex C

Web Server Guidelines

GO-Invest may eventually need to consider an alternative web server for its web site. For 50 megabytes (MB) of disc space, and a data transfer capacity of 1 gigabyte (GB) current prices (June 2001) hover around \$15-\$25 per month with a setup fee of about \$25-\$50. (A source for web server information is www.comparewebhosts.com.)

A Web host or Web server is a powerful computer kept in a secure, climate-controlled environment that is permanently linked to the Internet. Web servers store the Web pages that make up the Web sites it hosts, and make them available via the Internet.

In choosing a host, GO-Invest's options will include local providers, or a major U.S. provider. If the site belongs, or will belong, to a local institution, a local host is recommended. Though it can be relatively simple to transfer a web site from one host to another, there are often significant institutional advantages to hosting it locally from the start.

In considering a Web server to host the GO-Invest site, it is important to confirm the quality of support services the server offers. When the site goes down or changes are not up-loaded in a timely and correct manner, GO-Invest's image suffers. Local hosting of the web site must be weighed against the probable higher bandwidth and data transfer speeds and access to latest technology that US providers offer. Other factors to consider:

- **Size and data storage.** Small sites require about 25 MB of storage space; large e-commerce or e-government sites can require ten times as much. The chosen host should have the capacity to accommodate the site as it grows.
- **Special features.** The host must be able to support any special features of the web site, such as web-based mail, discussion boards, databases, multimedia, and access to both staging and production servers (so material can be posted and tested in one place before made available on the internet).
- **Support.** A host should offer around-the-clock technical support via email or telephone. It should also have automatic monitoring software that monitors the server and the GO-Invest web site performance 24-hours a day.
- **Usage reports and statistics.** Does the host offer capability to analyze the number of visits to the GO-Invest site, their source, or the volume of interest in each page of the site? This is useful management information. Many hosts offer this service, sometimes at additional costs though.
- **Speed.** Choose a provider with fast Internet connections. A T1 line transfers data at 1.5 MB per second, 54 times faster than a 28.8 modem. Check for bandwidth. In many

countries, local hosts struggle with low bandwidth because of poor telecommunications infrastructure. If your host has low bandwidth and slow Internet connections, users trying to access and use your site will experience considerable delays, even local users, as speed on the Internet is constrained by the smallest pipe or slowest line through which data flows. Even though data will have to travel shorter distances between a local host and local users, using a local host with limited bandwidth will be slower than shooting data to the U.S. and back on faster, more robust lines.

- **Redundancy.** Access to the web site is a 24/7 proposition. To ensure this, a Web host should have redundancy, or multiple systems that can serve the same purpose. It should have redundant links to the Internet backbone, so that if one goes down, the other is available to handle traffic. It should also have a back-up server.
- **Servers.** Web hosts should have servers with high-speed disk drives, error-correcting random access memory, and powerful microprocessors to withstand web traffic. A host should also offer a back-up server that kicks in immediately if anything happens to the primary server.
- **Security.** Web hosts should offer firewalls and other security measures like password protection to protect your Web site from hackers.
- **Reliability.** Your host should be able to guarantee your site will be fully functioning at least 95 percent of the time. Automatic monitoring equipment and experienced staff allow them to make these guarantees.
- **Operating system.** Servers can use different operating systems, including Unix, Linux, or Windows.
- **Domain name registration.** Web hosts often offer domain (or Internet address) registration services.

Investor Roadmap:

Next Steps

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INVESTOR ROADMAP

Next Steps

A. Going Forward

Moving beyond the roadmap is in fact the most difficult part of the roadmap odyssey. Few countries that have mapped their investment process have successfully moved into changing that process, as yet. The reasons vary from change in governments to lack of will, from few resources to loss of momentum. Too, change simply takes time. Governments have few incentive to winnow out their regulations. To help avoid this in Guyana, if possible, this brief offers some thoughts as to how to keep up the momentum and select procedural changes that are achievable.

With the completion of the Investor Roadmap, there are two ways to move forward. The first, maintaining the roadmap, actually re-enforces the second, improving the investment process. (Suggestions on how to maintain the roadmap are offered in a separate document, *Investor Roadmap Procedures Manual*.)

If nothing else is accomplished, simply keeping the roadmap current will provide benefits to investors through the description of the process and estimates of time. Together, these elements of the roadmap allow a businessperson to plan. Though they may want changes in the investment process, most good businesses will adjust to the stated timeframes; however, inconsistency in process time by one or more investment related agencies will only frustrate businesses and drive them to take other action.

So, the very act of maintaining the roadmap simultaneously (and continuously if maintained) provides GO-Invest with a platform from which to advocate for real improvements in the investment process based solely on differences between agency target timeframes and actual elapsed time experienced by businesses. In this respect, expansion of the roadmap to include the nuances of mining and forestry will help keep the momentum going, while exposing GO-Invest staff to the roadmap methodology. Such hands-on experience with the approach will be useful in keeping the roadmap current.

This is at a minimum though, for the roadmap platform can be used to select and focus on specific aspects of the investment process for real, fundamental change that doesn't just meet current targeted approval times but lowers these times. Choosing where to intervene though is as much art as it is science.

B. Approaches to Establishing an Agenda

The change process begins with how the change agenda is developed. There are several different approaches: dictate, ambush, collaborative. Each approach to setting the agenda can work in the right situation, and may be used at the same time on different procedural issues within the same country.

The “dictate” approach sets the agenda from on high. The agenda and mandate to change a particular process trickles down if you will to those in charge. For grabbing people’s attention it is quite effective. However, the dictate rings hollow if the means to implement change aren’t also provided. In addition, without recurring “check-in” from the top, interest will wane and roadblocks will appear. Still, despite these potential pitfalls a few countries are using such an approach. In Latvia and Croatia, the cabinet has established high-level commissions to facilitate the change process.

The “ambush” approach sets no agenda other than that which is established from the outside. When business operators have had enough and simply ambush the government with demands for change. This can be effective but often is the result of a looming catastrophe. As a result, it is not a strategic but tactical approach that results in one-off solutions that may or may not benefit broader investor groups.

Collaborative approach relies on setting an agenda based on identifying who from the public sector is interested in changing that part of the investment process that they oversee. Selecting items for the agenda can be accomplished through a panel or think tank (usually a mixed body) or by an individual with an understanding of the process and the players. There are advantages and disadvantages to both styles:

- Think tank/panel:
 - Advantages: can provide breadth, good for cross-agency issues, offers a private/public forum;...
 - Disadvantages: is yet another committee, slower to act, unclear mandate to set an agenda for agencies not on the panel;...
- One-to-one
 - Advantages: deal directly with decision maker; quicker;...
 - Disadvantages: harder to look cross-agency; lacks (apparent) broad support;...

C. Establishing an Agenda

When setting the agenda for change there should be two guiding principles: transparency and simplicity. The latter can be defined as few, if any, unnecessary steps, no extraneous submissions, and limited dependencies. The former, transparency, can be thought of in terms of a procedure that is clear, logical, and easily explained. Other ideas to consider when fixing an agenda:

- **Phases.** Think in terms of an agenda that is a mix of near-, medium-, and long-term. Near-term (up to six months) to achieve early wins that can help cement a working relationship. Medium-term (six months to two years) in order to keep the fire of collaboration stoked. Long-term (greater than two years) to encourage forward and

strategic thinking about where Guyana wants to be two to five years from now with respect to the efficacy of its investment environment.

- **Criteria.** Items selected should have certain characteristics. They should be relevant to the private sector. This doesn't mean that selected items have to be necessarily the most urgent, which are often times the most complicated procedural aspects to change. It means that the item has to have some relevancy to the private sector or the action is meaningless, which can turn a positive collaborative public/private dialogue into a cynical exercise.

Items also need to be affordable. If the government can not afford the change at this time due to lost revenue or increased costs that would accompany the change, then it is not likely to happen and can become a frustrating exercise. Also, the agencies implicated in the change need to be willing participants. (Even in the dictate or ambush approach to selecting an agenda, there is a willingness that is imposed.) Care also needs to be given to tangential agencies that may not be directly participating in the change but are part of the approval/review process of the agency that is participating. In Guyana the building plan approval process is a good example of such tangential agencies. For example, working only with Central Housing & Planning Authority may not be sufficient without considering other related agencies such as Fire Services, City Engineers, Central Board of Health, etc.

- **Questions.** The types of questions that are posed can sometimes predetermine the reaction and cooperation received from those who are approached about improving the efficiency of a particular investment procedure. There is a certain security derived from inefficiencies by those who are in charge, as they become the ones who know how to run the maze. In other cases, public servants feel they have little control over the process and are simply resigned to it. Soliciting solutions from public servants to procedural bottlenecks they either accept or feel powerless to change can be difficult. Asking the right questions is a start, such as:
 - Ask what works and then what doesn't.
 - Ask if he/she could change three things, money not a problem, what would they be.
 - Ask if he/she could change three things, but must be affordable, what would they be.
 - In Guyana, the stated targets for processing or approval time can be used as an entrée to a discussion by asking how can we assist achieve these targets. That is to say, tackle lowering actual times to the stated targets first and then address the possibility of further lowering processing times from the targets to levels that are benchmarked to international standards.
- **Piggyback.** Use the organized forum of other entities, e.g., Small Business Council, and piggyback on their agenda.

D. Ideas for the Agenda

The document *Beyond the Roadmap* offers some ideas for improving the investment process. A few of those are repeated here along with the addition of others.

➤ Near-term:

- Start by offering the agency something, e.g., computerize application forms. Simply helping all agencies to computerize their forms will keep momentum going and open the door to improvements in the forms down the road.
- Publicize roadmap. The information contained in the roadmap will encourage change as people see more clearly areas where change is possible.
- Develop annual red-tape report card. This should not be done in a punitive manner, but rather as report back on progress made. What gets measured gets done.
- Customer service training. Attitudes can make all the difference to an investor, despite a process that is inefficient.

➤ Near- to Medium-term:

- Assist the new Lands & Survey Commission publicize its new procedures and educate the investing public.
- Assist agencies to meet their own stated approval/review timeframes.

➤ Medium-term:

- Rationalize forms, especially cross-agency. This will have significant payback for investors and the government alike.
- Streamline Central Housing & Planning Authority approval. There are numerous sub-approvals required before CHPA will issue a building permit.
- Combine company registration with tax and NIS registration. One unique number rather than three or more that follows the company throughout. Down the road, this simple change will open the door to significant computerization possibilities of the complete process.
- Audit rather than approve. Many agencies can still serve the public good without delaying an investment or operation of a business by strengthening audit capabilities; thus allowing them to periodically but regularly inspect a business for compliance. Such an approach would have to be buttressed by increased fines and penalties for infractions and violations. Right now in Guyana most agency fines are meaningless and no deterrent whatsoever.

➤ Long-term:

- Over time consider moving Customs to post-clearance audit controls and introducing private custom agents. In Chile, variations in custom declaration forms are rarely questioned upon entry. In addition, the government has outsourced most inspections to the private sector, whose contracts are renewed or not based on performance. The government combines this with strong auditing powers that allow it to take an arms-length approach to the micro-level importing process. Through supporting legislation – e.g., importers must keep all paperwork for every transaction for ten years – and random inspections of warehouses, Chilean customs officials effectively regulate through its powerful system of auditing, fines and penalties for abusers.